

Departmental Racial Equity Progress Report

Annual Report for 2021

Part A

Submit to ORE by March 1, 2022

Department name: The San Francisco Department of Police Accountability

Date: 05/03/2022

Reflections from Department Leadership

What specific racial inequities and disparities within your department are you focused on addressing in 2022? Please describe your engagement to date with your Racial Equity Leaders. What specific types of support are you providing your Racial Equity Leaders and other employees doing this work?

The nature of DPA's work requires us to remain vigilant of racial inequities and their effects within the Department. If we truly wish to uphold our mission and remain credible in the eyes of the public, we must be willing to acknowledge and address the disparities that exist and work to prevent them from occurring in the future. DPA has continued to do this work in a transparent way that communicates our dedication to racial equity.

This past year, DPA was happy to see an increase in diverse applicants to our flagship internship program and to our positions of permanent employment. Our intentional outreach at resource fairs, public high schools, and institutions of higher education have allowed us to increasingly fill positions with highly qualified and diverse individuals. By using an evidence and community based approach, we have filled departmental positions ranging from administrative, legal, and fellowship positions. We hope to continue this encouraging trend in 2022. We achieved these improvements by increasing the number of job announcements sent to affinity groups, informing our past interns of employment opportunities, visiting law schools, and partnering with community based organizations whenever applicable.

Moving forward, DPA will continue building our pipeline to permanent employment while also reaffirming our commitment keep these diverse individuals in our

Department long term. We will continue to support our racial equity partners in other departments, and continue to encourage employees to get involved with specific racial equity assignments that move the city closer to its racial equity goals.

Although it can sometimes be challenging for the Department to give its complete attention to the Racial Equity Plan, I have found that giving staff the discretion to choose project assignments has lessened overall stress and made them more willing to actively participate. Whenever possible, I have allocated resources and time to support racial equity projects by assigning internal help from interns, or by seeking resources from other city departments. Framing Racial Equity work as a regular agenda item for our managers and executives has helped the Department view this work as essential to our mission and work processes rather than external to it.



Paul Henderson
Executive Director,
May, 2022

1. Hiring and Recruitment

Goals and performance measures

- To identify and remove biases in recruiting and sourcing potential candidates that represent the diversity of our city and the Bay Area.

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

To increase the transparency with respect to pathways to hiring, the DPA has made efforts to revamp its hiring process.

1.1 Develop a hiring and recruitment policy and procedure that aligns with the Citywide Racial Equity Framework and the Department's RE Action Plan.

- Created a specific email for recruitment and hiring.
- Accessed local bar associations like BASF to post job announcements.
- Developed an annual Diversity, Equity, and Inclusion Survey sent the week of 11/16. Survey results were included in the annual report.
- Drafted and released an equitable and inclusive hiring and recruitment policy that included learnings and feedback from staff survey and applicant barriers assessment.

1.2 Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the Department.

- Used law school groups & Minority Bar Associations for recruitment, which led to a noticeable increase in diverse law school applicants.
- Partnered with Opportunities for All to get more diverse applicants from different ages, school levels, and backgrounds. In 2021, 70% of our interns identified as something other than white.
- Outreach engaged with a variety of San Francisco community organizations with the Department's vulnerable populations. We incorporated more information about the internship program in our presentations to increase awareness of opportunities in underserved communities.
- Hired two former interns for permanent employment from the internship program.

- Rewrote minimum qualifications for 8124 and 8126 to allow a very wide range of qualifying experience.
- Removed transcripts and GPA from our recruitment process.
- Removed supplemental questions for most recent 8173 recruitment.

1.3 Invest in a diverse and equitable talent pool by formalizing robust internship, fellowship, pre-apprenticeship, and apprenticeship programs, and provide equal opportunity towards permanent employment.

- Conducted more outreach at local community colleges, universities, and high schools.
- Partnered with local community organizations in creating a “Know Your Rights” workshop focused on LGBTQ+ experiences.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

Our future goals include working on those we were not able to complete last year.

1.1. Develop a hiring and recruitment policy and procedure that aligns with the Citywide Racial Equity Framework and the Department’s RE Action Plan.

- Create an Intern newsletter for past and current interns (similar to the Charles Houston Bar Association’s weekly newsletter) with job announcements, DPA updates events, and links to various resources that our interns will need.
- Participate in the City’s Peer Mentor program.
- Establish a hiring committee to review hiring processes.

1.2. Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the Department

- Create a SharePoint page for job announcements.
- Ensure that there is a group of diverse employees working on the hiring process.

1.3. Invest in a diverse and equitable talent pool by formalizing robust internship, fellowship, pre-apprenticeship, and apprenticeship programs, and provide equal opportunity towards permanent employment.

- Create a DPA Intern LinkedIn page to recruit interns from local schools.
- Complete our Know Your rights workshop with PFLAG SF and develop more workshops for other diverse identities and experiences.

1.5. Racial Equity Law Enforcement Partners Working Group

- Create a panel and town hall with Black law enforcement agencies to discuss pressing issues.

2. Retention and Promotion

Goals and performance measures

- To ensure that policies and procedures regarding retention and promotion are equitable, inclusive and transparent. That every employee feels as though they have a pathway to success and feel respected and included with leadership and their peers.

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

DPA has been committed to strengthening internal trust by fostering an equal opportunity culture focused on equity in promotions and retention. We hope to complete more of our goals in retention and promotion this year.

2.1. Ensure stronger protections for workers of color given anticipated COVID-19 related deployment, budget shortfalls, hiring freezes, layoffs, and furloughs.

- Provided every employee with access to tools and trainings offered.
- Reviewed the budget to ensure racial equity is a focus on future purchases as well as spending.
- We have ensured employees have access to their unions to make sure they are informed about all their compensation, paid sick leave and flex time

2.3. Create paths to promotion that are transparent and work to advance equity.

- Developed a program to identify acting/interim roles and minimum qualifications. The process included application and selection process guidelines.
- Revisited classifications that create a clear upward path for continued employment opportunities with the City.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making. If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

In 2022 we will attempt to complete the following goals:

2.1. Ensure stronger protections for workers of color given anticipated COVID-19 related deployment, budget shortfalls, hiring freezes, layoffs, and furloughs.

- Continue to ensure that every employee has access to tools, surveys, and trainings offered.
- Create a SharePoint page with frequently asked questions and quarterly updates that clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.

2.2. Ensure salaries and benefits allow for a dignified livelihood, especially for people of color and women.

- Complete internal surveys that collect data on celebrated holidays to make sure our PTO policy values all religious and cultural holidays celebrated in the Department.
- Conduct annual internal reviews of the parity of department benefits and review enhancing existing policies.

2.3. Create paths to promotion that are transparent and work to advance equity.

- Develop a DPA workshop to discuss the data collected through the working group to ensure the information is passed to the entire department.
- Work on our Pathways to Promotion working group and Hiring Committee to develop a formal and transparent process for raises and promotions.

3. Discipline and Separation

Goals and performance measures

- To impose transparent and equitable disciplinary actions when applicable.

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

Because of the small size of the Department, We can't release data broken out by race, gender or other categories if there are fewer than 10 individuals in the category. The Department issued formal discipline to 3 individuals last year and had 7 separations.

3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.

- We have begun tracking disciplinary data. The Department does not issue enough discipline to provide de-identified data on discipline trends.

3.1.2: Track all types of separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. Feel free to include other approaches to addressing this area in your department.

- We have begun tracking separations. The Department does not have enough separations to provided de-identified data on separation trends.

3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.

- All Department employees have completed Introduction to Implicit Bias within the last three years.

3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a "scaled back" discipline process.

- Two of our employees were trained as Peer Mediators in the first two cohorts of DHR's Peer Mediation Program. DPA has not identified an opportunity to use peer mediation.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

We hope to work around limitations posed by our small department size when we collect and analyze data.

3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color

- Continue to analyze the data we have been tracking.

3.1.2: Track all types of separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. Feel free to include other approaches to addressing this area in your department.

- Continue to analyze data that is being tracked.

3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.

- Continue sending staff to trainings whenever available.

3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a "scaled back" discipline process.

- Continue to look for situations where mediation may be appropriate.

4. Diverse and Equitable Leadership

Goals and performance measures

- The Department of Police Accountability strives to create a leadership that reflects the diversity of San Francisco.

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

Actions + Implementation plan

4.1 Commit to developing a diverse and equitable leadership that will foster a culture of inclusion and belonging.

4.1.1 Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental RE Action Plan

- The DPA Director engaged with diverse leaders in the fields of criminal justice and accountability to build a leadership that is reflective of our community

4.1.2 Commit to ongoing racial equity training and development for leadership

- Ensure leadership attends all 24+ training.
- Ensure leadership attends SFDHR's Implicit bias training.
- Ensure leadership attends to communication across cultures.
- Research outside training to supplement bias training.

4.1.4 Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input.

- Re-issue Racial Equity Audit quarterly.
- Introduce an anonymous complaint on drop box to address concerns with senior leadership.

Priority actions for the 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since the first submission.

4.1.4 Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input.

- Re-issue Racial Equity Audit quarterly.
- Introduce an anonymous complaint on drop box to address concerns with senior leadership.

5. Mobility and Professional Development

Goals and performance measures

- The DHR Workforce Development Division is engaged in a variety of employee development and training initiatives, including training and coaching for supervisors and managers; training for human resources staff citywide; coordinating interdepartmental training programs; strategic planning for the future workforce (succession planning), including implementation of workforce planning programs; collaborating with learning institutions to offer classes through the City University program; facilitating organizational development projects (e.g., team building, retreats:); coordinating the PPAR Program, and coordinating Apprenticeship Programs. The Department also encourages employees to use the Tuition reimbursement program authorized under their MOU to access training, education, and other professional development resources.

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

Actions + Implementation plan

5.1 Offer professional and skill development opportunities that center on individual goals first, then organizational needs

5.1.1 Require ongoing formal training for all staff regardless of full/part-time status or seniority.

- All Staff are contacted by the Dept.'s internal HR Director to complete training monthly.

5.1.3 Offer opportunities for continual and extended learning. Allocate funds in the annual budget.

- Staff who enroll and complete extended learning opportunities under appropriate classifications are eligible for tuition reimbursement.

- Department is looking to develop a mentorship program for staff to receive extended learning in other agencies.

5.2 Encourage collaboration between staff and supervisors that is consistent and thoughtful by committing to do a bi-annual performance evaluation program for all staff.

5.2.1. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.

- All employees are given a Performance Plan and Appraisal Report that is used to track development and progress.
- Bi-annual performance evaluation program for all staff.

Priority actions for the 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since the first submission.

5.3.1 Create a process where staff can submit accommodation requests to the Department's administration. The overall timeline process should be transparent and easily accessible.

- Develop a click-thru training to remind employees of DPA's process for reasonable accommodations.
- Train to track the number of staff members who have completed the training
- H.R. to compare the number of accommodations made in 2021 versus 2022.

5.3.4 Set up processes and open communication channels so management is available to respond to employees' non-work-related needs that contribute to the overall work quality. Center the most vulnerable individuals.

e.g., transportation stipends, exercise stipends, childcare, etc

- Send an email about SF Health Services' wellness programs to staff.

- DPA does not have funds set aside for wellness. However, we can remind employees to check their MOU to see if there are money available for training and/or stipends.

6. Organizational Culture of Belonging and Inclusion

Goals and performance measures

- The Department of Police Accountability is committed to maintaining a positive and professional work environment. The Department does not tolerate harassment on the basis of sex, race, religion, color, national origin, disability, medical condition, marital status, sexual orientation, or another protected category.

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

6.1.3 Develop a RE Action Plan that is updated regularly and available to the public.

- Drafting Racial Equity Plan to be presented/published.

6.1.4 Regularly report to staff, board, and commissioners on RE Action Plan updates

- Racial Equity Team meetings are regularly scheduled and a presentation date has been set.

6.1.8 Ensure that all art, decor, and design where staff works daily reflect racial and social diversity.

- Increase staff engagement by developing an ongoing history wall that reflects diversity and change within the DPA

6.3.2. Evaluate and improve all physical spaces to meet or exceed accessibility standards considering staff and visitors with disabilities, seniors, and families.

e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.

- All cubicles, offices, and office spaces are in accordance with the ADA standards. A plan is underway to create ADA-standard bathrooms.

Priority actions for the 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since the first submission.

6.1.4 Regularly report to staff, board, and commissioners on RE Action Plan updates

- Racial Equity Team meetings are regularly scheduled and a presentation date has been set

6.1.7 Conduct an annual staff survey that assesses the Department's commitment to an organizational culture of inclusion and belonging.

- The annual Diversity, Equity, and Inclusion, Survey will be sent out to all staff

6.1.8 Ensure that all art, decor, and design where staff works daily reflect racial and social diversity.

- Increase staff engagement by continually adding to the Department wall that was implemented in 2021, that reflects diversity and change within the DPA

6.3.6. Continue to provide accessibility information and accommodations to the forefront rather than offering it upon request. Accommodations can benefit other people besides the initial targeted group.

- Ensure DPA materials in the office are available to accommodate all complainants.
- Increased digital equity (e.g., access) for all employees

7. Boards and Commissions

Goals and performance measures

- Ensure a diverse and equitable board and commission members that match the community being served. Applying Transparency, Equitability & Accountability (T.E.A.) to each action item implemented.

Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

7.1.1. Review and revise bylaws and rules of order or create other commission procedures to include inclusive language and to align with the Department's RE Action Plan.

- DPA Director announces quarterly staff hiring's during the Director's Report.

7.1.2. Collect current board and/or commission demographic data and include it in the Department's annual report.

- Provide an opportunity for staff to present work to the commission.
- Provide advice and feedback for presentation.

7.3. Form a law enforcement racial Equity Team to ensure the BIPOC law enforcement office and include in a dialog and has a seat at the table that directly impacts the community being served.

VISION: To collaborate with Black law enforcement officers to advocate for inclusion and equitability.

MISSION STATEMENT: Unification of CCSF's Black law enforcement officers in addressing social injustice and creating social justice reforms through the partnering of law enforcement agencies.

PROCESS: Applying Transparency, Equitability & Accountability (T.E.A.) to each action item implemented.

7.3.1. Formation of Black Law Enforcement Officer Racial Equity Action Team (BLE REAT) to create a safe space for Black officers to address issues that directly affect Black law enforcement and the Black community.

- Attend consistent meetings.
- Write MOUs to be approved by our Dept. heads/command staff.
- Explore policy and procedures that formulate the infrastructure for BLE REAP.
- Collaborate with ORE to develop our entity's action plan and gain insightful feedback.

7.3.1. Black Law Enforcement Racial Equity enrichment opportunities to foster networking and comradery

Successful implementation, planning, and participation led to networking opportunities and fellowship, creating life-long bonds.

- Creation of event planning committees.
- Outreach to outside Bi-POC/Black LE agencies.
- Surveys for feedback.

7.3.2. Formation of the Racial Equity Justice Partners Team to address issues of social justice reform.

- Write MOUs to be approved by our Dept. heads/command staff.
- Explore policy and procedures that formulate the infrastructure for Justice Partners.
- Collaborate with ORE to develop our entity's action plan and gain insightful feedback.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since the first submission.

Applying Transparency, Equitability & Accountability (T.E.A.) to each action item implemented.

7.1.2. Continue to collect current board and/or commission demographic data and include it in the Department's annual report.

- Continue to provide an opportunity for staff to present work to the commission.
- Continue to provide advice and feedback to update the presentation.

7.3.1. Continue Black Law Enforcement Racial Equity enrichment opportunities to foster networking and comradery

Ongoing implementation, planning, and participation led to networking opportunities and fellowship, creating life-long bonds.

- Create event planning committees (internal and external).
- Participate in and lead outreach to outside Bi-POC/Black LE agencies.
- Review surveys for feedback to identify trends

Department Resourcing for Phase 1 RE Action Plan

Please describe your department's resourcing for Phase 1 RE Action Plan implementation in 2021.

Department of Police Accountability Racial Equity Lead: Tinnetta Rockquemore Thompson, Attorney/Dir. of Recruitment Tinnetta.thompson@sfgov.org

Racial Equity Team:

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Jermain Jones, DPA Attorney, jermain.jones@sfgov.org

Jeanetta Minix, Investigator, jeanetta.minix@sfgov.org

Benjamin Richey, Sr. HR Specialist, benjamin.richey@sfgov.org

Maya King, Public Service Aide, maya.l.king@sfgov.org

Include employee names, titles, and organizational charts. Note the designated Racial Equity Leader(s) with an asterisk. Please clearly distinguish between:

- *Staff who were assigned full-time (all responsibilities were directly related to Phase 1 RE Action Plan and other departmental racial equity work)*
- *Staff who were assigned part-time (had responsibilities not directly related to racial equity, which were reduced for them to take on racial equity work)*
- *Staff who were voluntary (had responsibilities not directly related to racial equity, which were not reduced for them to take on racial equity work)*
- *Consultants/vendors (including firm name and contact number, if applicable)*

What changes, if any, do you plan for 2022? N/A

Attachments

Workforce and board/commission demographic data

Include relevant data on status of racial equity within department, such as race/ethnicity by job classification, average pay, discipline and separation, promotions, and changes over the last calendar year.

Racial Equity Action Plan

Link to or attach current version of department Racial Equity Action Plan

Departmental Racial Equity Progress Report

Annual Report for 2021

Part B

Submit final to ORE by April 1, 2022

Attend ORE working sessions in January-February 2022 to develop Part B.

Attachment
Budget Equity Tool: Department Inventory <i>Completed department inventory spreadsheet</i>